2   Qualification and Experience

A program with the degree of potential impact that is proposed by the BMI is not frequently undertaken in state and local governments—in part because no single entity has the resources and the expertise to create and deliver such sweeping change. To create the mission-critical transformation proposed by this Initiative, the Commonwealth must work with a partner with expertise across a range of disciplines and levels of government: government experience with large-scale systems integration projects from both technology and business modernization perspectives; Virginia-specific experience with both agency and enterprise systems; business relationships and subject matter expertise at the Virginia agency and enterprise levels; and experience with alternative funding models and the particular resource and relationship demands of public-private partnerships.

AMS recognizes that this set of capabilities and knowledge is best offered to the Commonwealth through a team of firms that collectively will become Virginia's partner of choice for business modernization.[1] With an assembly of such companies, we have structured the **Virginia Government Transformation Alliance**: a team of firms with a broad range of strengths and demonstrated contributions that share a deep interest in and commitment to the modernization of administrative business practices and technology of Virginia government.

The following sections describe the structure of our Alliance, the team's relevant experience, and past performance that we bring to this engagement. The partnership relationship with the Commonwealth is an integral element of the proposal and is included in the structural discussion. This chapter also addresses topics of workforce transition (including staffing and training), and worker safety, as required by the PPEA guidelines.

2.1   Partnership Structure and Approach

As described in this section, AMS has organized a group of partners under a proposed program management structure that we believe will materially contribute to the Partnership's success.

2.1.1   Legal Structure

Identify the legal structure of the firm or Alliance of firms making the proposal.

AMS is leading the Virginia Government Transformation Alliance as the prime contractor, with the following major partners: Unisys, MCI, SiloSmashers, govConnect, and Belacorp. These are six uniquely qualified companies with a strong history of successfully implementing similar projects across the country, and they share a common interest in and commitment to the improvement of Virginia government. AMS, MCI, SiloSmashers and Belacorp are headquartered

---

[1] All references to "AMS" in this proposal refer to American Management Systems, Incorporated, a Delaware corporation which is a wholly-owned subsidiary of CGI Group, Inc.

in Virginia, and Unisys has based its worldwide public sector operations in Virginia. We have successful records of accomplishment providing business reengineering and IT solutions to Virginia state government and are committed to the concept that a more efficient and effective Virginia government creates an improved economic environment for its resident citizens and businesses.

Exhibit 2-1   Virginia Government Transformation Alliance

Each member of this Alliance has entered into exclusive teaming agreements to work on this project. We strongly believe that our collective experience is an essential ele ment to the success of our partnership with the Commonwealth.

Detailed corporate profiles for each Alliance member have been provided in Appendix A. Additional firms may be added to the Alliance as program needs require; per the PPEA Guidelines, we understand that major partners may not be replaced or substituted once the Initiative is approved.

2.1.2   Organizational Structure and Management Approach

- *Identify the organizational structure for the project, the management approach and how each partner and major subcontractor in the structure fits into the overall team.*
- *All members of the operator/offeror's team, including major subcontractors known to the proposer must be identified at the time a proposal is submitted for the Conceptual Stage. Identified team members, including major subcontractors may not be substituted or replaced once a project is approved and comprehensive agreement entered into, without the written approval of the Commonwealth.*

#### 2.1.2.1   BMI Program Management Approach

Our proposal relies on a risk and reward-sharing partnership that integrates the values of partnership into shared management of the Modernization Initiative. Modeled after other public -private partnerships in which Alliance members have successfully participated, the organizational structure for the BMI embodies joint

oversight and decision-making through a governing board, program management, and interrelated project management.

The Virginia BMI will be managed through an integrated management approach that emphasizes strong governance, with deep and consistent Commonwealth involvement in strategic guidance, tactical planning, and execution. Over the last 30 years, members of the Alliance have been successfully producing world-class results for customers. We know how to deliver complex solutions that require a balance of insight, creativity, and proven strategies. This experience has allowed us to develop comprehensive standards and methodologies that are built on industry best practices, enhanced with extensive delivery experience, and focused on achieving our customer's overall business results.

The proposed BMI conceptual partnership and program governance structure is illustrated in Exhibit 2-2 and is described in further detail below.

Exhibit 2-2   Conceptual Partnership and Governance Approach
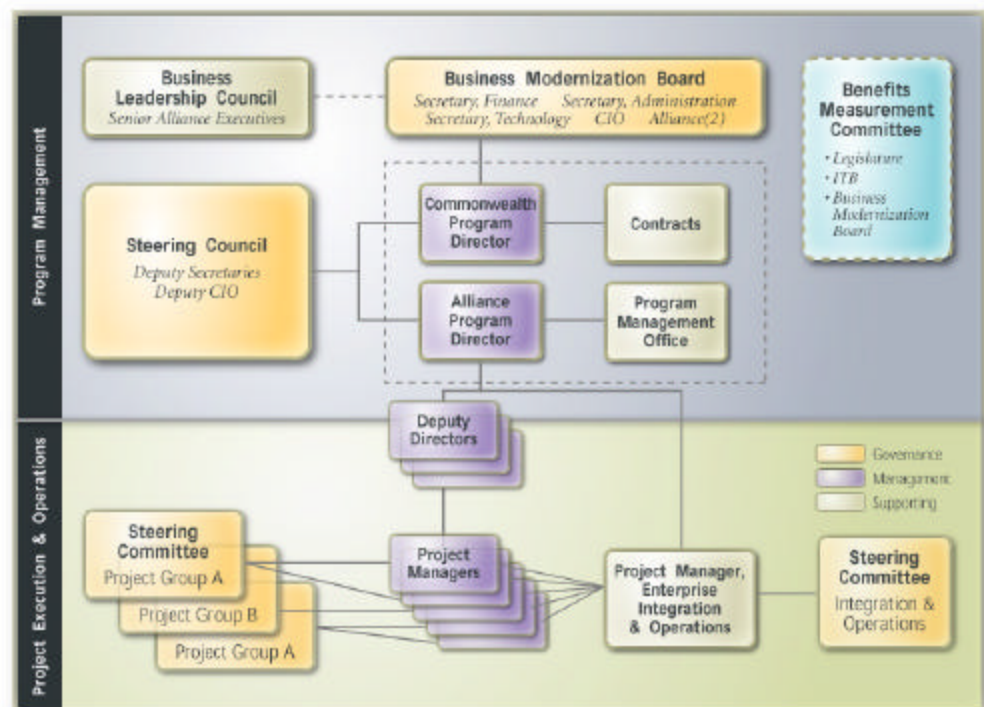
VA-BMI-06-v13

Business Modernization Board. The Business Modernization Board will be the "sponsor" of the Initiative. The Board comprises the Secretaries of Technology, Administration, and Finance; the Commonwealth CIO; and two members of the Virginia Government Transformation Alliance. The Board will be responsible for ensuring that the Initiative as a whole meets its goals and objectives. It will be expected to provide broad oversight and support for the Program and to establish and refine the Program vision throughout its life. The Board will approve the investment in individual projects and make the programmatic, policy and process commitments necessary to achieve the proposed benefits.

Business Leadership Council. The Business Leadership Council, comprising senior executives from all of the Alliance partners, will provide guidance and thought leadership to the Modernization Board. These executives will be available to the Board and Program Directors to provide insight into industry trends relevant to the program and to assist in benchmarking the BMI against similar public sector and commercial projects.

Benefits Measurement Committee. The Benefits Measurement Committee will be convened at the beginning of the BMI to adopt the benefits measurement methodology to be employed during the BMI program. Composed of members of the Legislature, the CIO, representatives from appropriate Secretariats, and Alliance member executives, the Benefits Measurement Committee will be first convened to finalize the measures and standards for the benefits-funded contract. It will then be asked to meet when necessary, particularly when a new project is proposed for which a benefits measurement methodology has not yet been adopted.

A special focus of the committee will be to establish ways to recognize total benefits: those that are clearly measurable and controllable by the Alliance, those that improve effectiveness but don't necessarily contribute to ROI, and those (such as cost avoidance) that can be projected only.

Commonwealth Program Director. The Commonwealth Program Director is proposed to have lead responsibility for the BMI from the Commonwealth's perspective. The Director will serve as the Commonwealth's contract officer for the BMI and be primarily responsible for assuring that projects of the Initiative are in compliance with Commonwealth standards and practices. It is suggested that VITA provide this individual.

Virginia Government Transformation Alliance Program Director. The Virginia Government Transformation Alliance Program Director is proposed to have lead responsibility for the BMI initiative as a whole. A senior executive from the Alliance team will be assigned to this role. The Program Director will be responsible for setting objectives, requirements, scope, and priorities of the BMI projects, managing the program budget, working with the Commonwealth Program Director, and reporting to the Initiative's oversight bodies. The Director is responsible for Program Management Office oversight.

Deputy Directors. The Director will be assisted by Deputy Directors, each of whom will be responsible for a program area such as managed services and transition management. The Deputy Directors are highly valuable engagement managers supplied by the Alliance, and they work to make certain that program management direction guides project execution.

BMI Steering Council. The BMI Steering Council is proposed to be the principal forum for ensuring that the Initiative meets the Commonwealth's business objectives. The Council is suggested to comprise the Deputy Secretaries of Administration, Finance and Technology; the Deputy CIO; the Comptroller; the Commonwealth's Director of Human Resources; the Director of General Services; the Budget Director; members of the Virginia Government Transformation Alliance, and other key stakeholders of the Commonwealth. The Steering Council will be a forum for reviewing Initiative structure and integration issues, for key decision-making, and for approving selection of projects, in each

area recommending actions to the BMI Program Director. The Steering Council will approve program implementation strategy, approve project definition and commitments, provide budget agreement, and resolve key issues related to program management as well as project implementation and execution.

Project Manager. A Project Manager will be appointed to plan, manage, and implement an individual BMI project (such as Data Center Consolidation or Financial System Implementation). Each Project Manager will be semiautonomous, having the authority to tactically manage the implementation of the assigned projects within the policies and guidelines established by the BMI Program Office and the Project scope and performance commitments approved by the BMI Steering Council. Specific areas of Project Manager responsibility may include guiding the selection and acquisition of software; establishing a project team utilizing the Alliance membership, Commonwealth employees, and other necessary resources; coordinating technical and cross-project issues with the Integration and Operations Project; managing project level risks; and reporting status to the BMI Program Director.

Project Steering Committee. A Project Steering Committee will be the principal forum for ensuring that the project objectives are met by a project. The Project Steering Committee will comprise the appropriate Commonwealth and Alliance staff leaders for the specific set of projects and will review functional and implementation issues and recommend actions to the Project Manager for resolving those issues. Specific areas of responsibility include resolving functional process/policy issues, resolving enterprise-wide issues, and assisting with transition staffing.

BMI Integration and Operations Project Manager. The Integration and Operations Project Manager will establish a viable technical infrastructure and coordination among the various BMI projects. This Manager will establish and manage a viable transition plan from the implementation of BMI projects to the ongoing operation of the Shared Service Centers.

BMI Integration and Operations Project Steering Committee. The BMI Project Steering Committee will advise the Integration and Operations Projects on the proposed BMI technical architecture with respect to the current and long range Commonwealth level information technology architecture, as well as on the implementation and ongoing operation of the Shared Service Centers.

2.1.2.2   Partner Roles

Each partner in the Alliance was carefully chosen for its capabilities and knowledge, enabling us to offer the very best qualifications to address Virginia's needs. Exhibit 2-3 shows the roles that each partner will play on the multiple projects that are part of the proposed Initiative, and Exhibit 2-4 summarizes the qualifications of the partner to play the assigned role.

Exhibit 2-3   Alliance Member Roles on Virginia BMI

Exhibit 2-4   Partner Capabilities for BMI Role

Partner	Program Role	Expertise
AMS	• Strategic planning • Program management • Partnership management • Systems integration • Subject matter expertise	AMS stands alone as the only firm that has worked with the Commonwealth to successfully re-engineer and modernize major administrative functions such as tax administration and procurement, and we understand Virginia's unique circumstances and characteristics. AMS is nationally recognized for its ability to transform public sector organizations by coupling the use of business process re-engineering with enabling technology.
Unisys	• Data center/server consolidation, network equipment support, and ongoing IT operations • Subject matter expertise	Unisys has an unmatched understanding of the technology that makes up the Commonwealth's infrastructure, having provided much of the technical backbone that supports Virginia. Unisys has successfully addressed the same IT infrastructure issues confronting the Commonwealth with other states, such as the Commonwealth of Pennsylvania.
MCI	• Data center and call center facilities • Preferred telecommunications provider	MCI is the largest provider of telecommunications service to the federal government, and is a significant telecom provider for Virginia. MCI's existing contract with the Commonwealth, COVANET, provides Virginia with a full spectrum of voice and data communications. MCI provides data center operations and call center support for many large customers. MCI supports 41 call centers for the Social Security administration. MCI also provides Toll Free ECR

Partner	Program Role	Expertise
		(network IVR) platform that supports 8 million calls and 40 million minutes a month.
SiloSmashers	• Business process reengineering • Organizational development and change management • Subject matter expertise • Program management expertise	SiloSmashers' in-depth understanding of managing complex, large-scale organizational transformations is at the core of its expertise and describes the majority of its successful projects. SiloSmashers has developed a highly collaborative culture and management approach that integrates sound project management principles. The firm partners with organizations to work effectively across organizational boundaries, focusing particularly on integrating processes, people, and technology.
GovConnect	• Business-to-government and citizen-to-government conduits • Rapid return projects • Subject matter expertise	GovConnect's expertise is based on applying technology that yields the most significant benefits to a government's customers. The firm is currently supporting Virginia on four projects on which they are leveraging technologies to improve customer experiences with the Commonwealth. For the BMI, this knowledge of citizen-focused technologies will be used to improve the Commonwealth's infrastructure to benefit its clients.
Belacorp	• Business and technology consulting	Belacorp has experience with key solution components of BMI, including data center and operation support systems implementation, enterprise data architectures, performance dashboards, eGovernment applications, and business process reengineering.

2.1.3   Status of Virginia License

Include the status of the Virginia license of each partner, proposer, contractor, and major subcontractor.

All identified Alliance members are presently licensed to do work in Virginia.

2.2   Experience

- *Describe the experience of the firm or Alliance of firms making the proposal, including experience with projects of comparable size and complexity.*
- *Describe the length of time in business, business experience, public sector experience and other engagements of the firm or Alliance of firms.*

Our partners bring a combined 225 years of experience providing innovative solutions to businesses and government.

The Virginia Government Transformation Alliance members bring varied strengths and contributions, as well as common interest in and commitment to the modernization of Virginia's government. The Alliance has the knowledge gained from a collective 225 years of experience providing innovative solutions to businesses and governments. A partnership with this foundation of experience is essential for the Commonwealth to succeed in its business modernization efforts. Exhibit 2-5 summarizes the experience that the members of the Alliance will individually and collectively bring to bear on BMI.

Exhibit 2-5   The Virginia Government Transformation Alliance Capabilities for the Virginia BMI

	AMS	Unisys	MCI	GovConnect	SiloSmashers	Belacorp
Government experience with large-scale systems integration projects from technology perspective	✓	✓	✓	✓	✓	✓
Government experience with large-scale systems integration projects from business modernization perspective	✓	✓	✓	✓	✓	✓
Business relationships and subject matter expertise in Virginia agencies	✓	✓	✓	✓		
Business relationships and subject matter expertise with the Virginia enterprise	✓	✓	✓	✓		
Virginia experience with agency systems	✓	✓	✓	✓		
Virginia experience with enterprise systems	✓	✓	✓			
Experience with alternative funding models and public-private partnerships	✓			✓	✓	
SWAM vendor					✓	✓
Date established	1970	1886	1968	1978	1992	1999
Years in business	33	117	35	25	11	4

2.2.1   Commonwealth-Specific Experience

The Alliance's ability to drive the success of the BMI program is demonstrated by each partner's past experience in business modernization and systems integration. This includes AMS experience as the only partner of the Commonwealth to continually provide successful engagement management and implementation for comparably large business modernization initiatives within the Commonwealth of Virginia. Many of the Alliance partners currently support the Commonwealth on business or technology-related initiatives that have dramatically improved Virginia's government service and efficiency.

AMS. One of AMS's greatest successes in partnering with the Commonwealth of Virginia is our Virginia Department of Taxation (VA TAX) Partnership Project, on which AMS supports the modernization of the Department's business processes and web-enabled tax systems. In addition to providing business reengineering services, AMS and VA TAX jointly developed iFile, the Commonwealth's online tax filing system for individuals and businesses. AMS also partnered with VA TAX and the Virginia Employment Commission to develop and implement iReg, which allows a new business to register online and an existing business to add business locations, consolidate filings, and update address and contact information.

An equally important achievement is the AMS partnership with the Department of General Services to design, develop, and implement a comprehensive online web-based procurement system. eVA consolidates, automates, and streamlines

Virginia's procurement activities. It automates the entire procurement process from point-of-need through contract award, thereby accelerating the procurement process. AMS hosts this solution in an outsourced application management arrangement.

Both engagements have received several quality awards for improving citizen services. Most recently, the VA TAX Partnership Project and eVA received the Governor's Technology Awards at the Commonwealth of Virginia Information Technology Symposium. VA TAX received the Public/Private Partnership Award while eVA received the Government Service Award for a Large State Agency.

Unisys. Unisys commitment to and presence in Virginia are significant. Our worldwide public sector operations are headquartered in McLean. A few weeks ago, Governor Warner and Unisys announced Unisys new consolidated worldwide public sector headquarters in Fairfax County that will house 900 employees with plans for Virginia employment increases of 150. Additional tangible evidence of our commitment and presence in Virginia include the following:

- More than 1,700 Unisys employees in Virginia based in more than 20 locations in the state
- Annual Virginia payroll of more than $130 million
- Security and Bio-Metrics Solutions Center of Excellence in McLean
- Major Virginia clients, including agencies of the Commonwealth of Virginia, Fairfax County, City of Virginia Beach, City of Petersburg schools, Military Distributors Corporation, CapitalOne, numerous Virginia banks, and agencies of the federal government.

Unisys commitment to the development and support of the information technology initiatives and projects in Commonwealth of Virginia agencies spans more than 25 years. The Commonwealth used Unisys technologies and services to develop and deploy highly successful large-scale, enterprise-wide, mission-critical, high transaction volume online database applications for many agencies, including Personnel & Training (now HRM), Social Services, the Board of Elections, the Corporation Commission, and the State Police. Recent innovative projects include Department of Social Services' efficient single front-end, multiple-system interface and inquiry system (ADAPT), the Web-enabled Sex Offender Registry for the State Police, the Board of Elections' Web server deployment to the legacy Voter Registration application, the design and prototype of the Virtual Visitors Center, and DMV's extraTeller Kiosk deployment.

MCI. MCI has been a solutions provider for the State of Virginia since 1999. In that time, MCI has expanded services to include the recently awarded COVANET contract, for which MCI was the incumbent provider. COVANET is one of the most technologically advanced statewide networks in the U.S., designed to deliver advanced voice, data, and Internet communications services to state agencies, local and county governments, public universities, and schools.

Through VITA, MCI will provide the Commonwealth with an integrated data and voice communications network that will enable it to take advantage of the

flexibility of IP while serving as the advanced platform for Virginia's e-government initiatives. Using MCI's high performance Backbone Network Service (vBNS+), the Commonwealth will securely and reliably link state organizations together to enhance operational efficiencies and statewide communications.

MCI has over 55,000 employees nationwide and over 5,000 employees in Virginia. MCI's corporate headquarters are located in Ashburn, VA.

GovConnect. GovConnect is currently supporting the Commonwealth of Virginia on four efforts.

VA TAX has contracted with GovConnect for a modernization effort to develop an Interactive Voice Response System (IVR) for the yearly filing of personal state income tax. The Telefile system will allow taxpayers to file the 760 tax return and receive direct deposit of Refunds due by using the Telefile system through a secure network. A second IVR application, designed for the Virginia Taxpayers Assistance program, provides callers with responses to frequently asked tax-related questions, access to the status of a tax refund, and a forms fax-on-demand feature. A third IVR application, the Virginia Teleplan, allows taxpayers to telephonically establish payment plans for payment of state tax obligations. The application imports records of eligible individual taxpayers and businesses that owe taxes and exports filed payment plans on a daily basis.

Finally, the Virginia Department of Treasury has contracted with GovConnect, through govONE, to provide cash concentration services to the Commonwealth. These Cash Concentration services allow state agencies to receive and deposit cash payments through a centralized service. This service includes collecting child support payments using IVR and Internet, as well as walk-in child support payments using Western Union.

2.2.2 Key Principals

Describe the key principals involved in the proposed project including experience with projects of comparable size and complexity.

As illustrated in Exhibit 2-2, our governance model for the BMI proposes a program management structure and a related project execution structure. Summarized below are descriptions of the principals who are proposed as BMI Program Director and as members of the Business Leadership Council—the key governance elements for program management. Detailed resumes can be found in Appendix A.

Caroline Rapking: Vice President, AMS Public Sector Group

Caroline Rapking is proposed as BMI Program Director.

Ms. Rapking is a Vice President with the Public Sector Group of AMS. She currently serves as the Manager of the Mid-Atlantic Hub for the State & Local Government Group, with primary focus on the Commonwealth of Virginia. Since joining AMS in January 1983, Ms. Rapking has worked exclusively with many of AMS's largest state and local government clients in designing and implementing technology and business solutions to improve government management and service delivery. Ms. Rapking has served as a project manager, engagement manager, and relationship manager for many of AMS state and local administrative systems and tax and revenue projects with clients including the

Commonwealths of Virginia, Massachusetts and Kentucky; the states of Illinois, Missouri, New Jersey and Alabama; and the cities of Dallas, Houston, and Los Angeles. She is a subject matter expert in government financial management.

Ms. Rapking is a member of the Board of Directors of Nextel Partners, Inc., an affiliate of Nextel Communications; she serves on the Audit and Nominating committees. Ms. Rapking is also active in public sector professional organizations including the National Association of State Auditors, Comptrollers, and Treasurers (NASACT), the National Association of State Budget Officers (NASBO), and the National Association of State Chief Information Officers (NASCIO).

Ms. Rapking serves as a spokesperson for the AMS Public Sector Group and frequently appears in trade, regional, and national publications. Ms. Rapking serves as AMS's representative to the Virginia Chamber of Commerce and is a member of the Board of Directors of Voices for Virginia, a statewide children's advocacy organization.

A graduate of West Virginia Wesleyan College, Ms. Rapking has helped shape the school's marketing and communications program through her service on the WVWC National President's Advisory Council. Ms. Rapking earned an MPA from the Maxwell School of Citizenship and Public Affairs, Syracuse University, where she serves on the Maxwell School Advisory Board.

Donna Morea: President, CGI-AMS

Donna Morea is proposed as a member of the Business Leadership Council.

Insert for current events update*: Ms. Morea was recently appointed President of CGI-AMS, the wholly owned Virginia-based subsidiary of CGI. She directs both the public sector and commercial practices of CGI in the United States. Founded in 1976, CGI is among the largest independent information technology and business process services firms in North America. CGI completed its acquisition of AMS in early May 2004.*

Ms. Morea is Executive Vice President for AMS's Public Sector Group. She directs the company's work with federal, state, and local government agencies. In 2002, AMS revenues were $1 billion; over two-thirds of the company's revenues are derived from the public sector. Working for AMS since 1980, Ms. Morea has 23 years of experience building and leading IT consulting practices that focus on strategic enterprise-wide solutions for public sector clients.

Ms. Morea was one of the 1994 founders of the AMS Human Services Group, a business unit formed to help social service organizations deliver better services through the use of technology. After its inception, the group worked with more than twenty states and built a national reputation for outstanding client service and breakthrough performance in child support enforcement, child welfare, welfare reform, and integrated case management. Under Donna's leadership, the Human Services Group grew at 40% annually.

In 2002, Ms. Morea led AMS through a three-way internal merger, bringing together AMS's federal defense, federal civilian, state and local, and health care practices into one Public Sector Group.

Alfred G. Binford: Vice President and General Manager, Unisys

Mr. Binford is proposed as a member of the Business Leadership Council.

Alfred G. Binford is Vice President and General Manager for Unisys' business process managed services for the United States, Canada, and Latin America. Within this business unit, Mr. Binford is responsible for account management and business development, and he is chartered to leverage capabilities across Unisys to deliver world-class business process managed services. Mr. Binford draws on two decades of communications experience, as well as Unisys deep industry expertise and broad portfolio of solutions, to help clients reduce risk and gain a competitive edge by transforming their business processes.

Prior to joining Unisys, Mr. Binford was President of EDS Operations Solutions in the southeast United States. He was responsible for strategy, business development, executive client relationships and service delivery built around the full array of EDS' services portfolio. Although his primary focus was on EDS' IT and business process managed services, Mr. Binford expanded client solutions to include consulting, systems integration and support capabilities for major clients in telecommunications, financial services and other key industries.

Mr. Binford's previous experience includes senior-level management positions at leading communications and technology providers in the United States. He was Senior Vice President and Chief Marketing Officer of Intermedia Communications; President and CEO of Bell Atlantic Long Distance (now Verizon); and during his 11-year tenure at AT&T, he held positions with increasing responsibility in sales, operations, and general management.

Michael A. Filak: Senior Vice President, CGI

Michael Filak is proposed as a member of the Business Leadership Council.

Mr. Filak is a Senior Vice President with CGI and has executive management responsibility for technology, application, and business process managed services in the United States. Since joining CGI in 2000, Mr. Filak has increased CGI's client partnerships by working closely with customers to develop business models that are appropriate for government and commercial clients. Through the development of client strategic direction, Mr. Filak's involvement and leadership produced significant growth, booking over $1 billion in new business.

Prior to joining CGI, Mr. Filak worked for EDS for 17 years, most recently managing an elite corporate team in EDS that focused on developing business solutions for extremely large engagements with clients such as Continental Airlines and the Australian Federal Government. He also directed a team responsible for developing and implementing a strategy to offer added value and savings for EDS' Desktop Management Outsourcing services. Mr. Filak's prior experience also includes the development and creation of business strategies for telecommunications, in particular for the publishing and cable industries.

Charles Gerhards: Unisys Consultant to the BMI

Charles Gerhards is proposed as a member of the Business Leadership Council

Before starting his consulting firm, Mr. Gerhards served as the Deputy Secretary of Technology and CIO for the Commonwealth of Pennsylvania. As the state's CIO, Mr. Gerhards oversaw the development and implementation of some of the

most pioneering government technology projects in the nation. Included among those initiatives was the Data PowerHouse, the first successful state government data center consolidation and outsourcing project in the nation; the PA PowerPort, state government's award-winning Internet portal and related e-government applications; Imagine PA, the most extensive public sector enterprise resource planning (ERP) project in the U.S.; JNET, Pennsylvania's nationally recognized integrated justice network; PA Open for Business, a website offering vital state services online to businesses 24 hours-a-day; Commonwealth Connect, which provides 65,000 state employees with a shared email network and standard desktop software for creating and sharing office files; the Keystone Communications Project, representing the largest transition to competitive telecommunication services in the nation; and the construction and deployment of the most advanced, voice-and-data, public safety radio network in North America.

Michael Van Zetta: Senior Director, Mid America Sales, MCI Telecommunications

Michael Van Zetta is proposed as a member of the Business Leadership Council.

Mr. Van Zetta has over 20 years of experience in the telecommunications industry and has held several key management and sales positions at MCI and other companies. Mr. Van Zetta's strengths lie in understanding key markets and strategic positioning of sales and support organizations to exceed customer expectations.

Currently, Mr. Van Zetta is responsible for the strategic direction, sales and executive positioning for a ten-state region that includes the Commonwealth of Virginia. His responsibilities include sales to all State, Local, County and Public Education systems in these states. For the Commonwealth of Virginia, Mr. Van Zetta and his team are responsible for the network operation, maintenance, and strategic direction for the Commonwealth of Virginia's COVANET network in support of VITA.

Carlton Gravatt: Senior Program Manager, SiloSmashers

Carlton Gravatt is proposed as a member of the Business Leadership Council.

Mr. Gravatt is senior consultant within the Program Management Competency Group, which specializes in complex initiatives including business modernization efforts. Mr. Gravatt has 23 years of consulting experience in all aspects of strategic planning, business transformation, and technological modernization that have been applied in federal and local government agencies and many commercial industries. Mr. Gravatt has the concept-to-implementation experience to contribute in all needs for the Modernization Initiative, including capital investment and budget planning, feasibility studies, alternatives analysis, solicitation planning and execution, solution development and implementation, and planning and preparation for the longer-term operations and maintenance.

Mr. Gravatt is a certified Project Management Professional with the Project Management Institute with specialization in Organizational Planning, Performance Metrics using Earned Value Management, Performance-based Contracting, and Risk Management.

J. Paul Doty: President, GovConnect

Paul Doty is proposed as a member of the Business Leadership Council.

Mr. Doty has more than 27 years experience in selling and delivering technology solutions to government. He has served as a regional vice president of sales for one of the nation's premier systems integrators and has held a variety of high-level positions in human services program management, as well as technology delivery for state governments in the Northeastern United States. Mr. Doty is a proven and recognized leader in the government and technology markets. He has successfully introduced numerous innovations to the government service delivery process and offers an experienced and first-hand view of the marketplace.

Albert Lulushi: President, Belacorp

Albert Lulushi is proposed as a member of the Business Leadership Council.

Mr. Lulushi has a successful record of founding, growing, and managing his own management and information technology services corporation. With extensive experience in a variety of fast-paced, time-critical environments, Mr. Lulushi has had outstanding success devising innovative client solutions to long-standing problems.

Known as an executive with a strong bottom-line orientation, Mr. Lulushi is skilled in leading corporate efforts to define and implement strategic technology solutions, infrastructures, and architectures. His successes include managing enterprise-wide projects for global organizations such as the Federal Aviation Administration, Titan Corporation, Nortel Networks, AT&T, Oracle, and Intel.

Mr. Lulushi focuses his efforts on creating business and functional models that use repository-driven methods for requirements gathering, analysis, and design. With a deep appreciation of the complexities of corporate-wide processes and projects, he has led dozens of re-engineering efforts that have defined processes, re-organized work, and substantially reduced overhead costs.

2.2.3 Past Technical Performance

Describe the past technical performance history on recent projects of comparable size and complexity, including disclosure of any legal claims, of the firm or Alliance of firms.

The Alliance brings a substantial experience base to the BMI. Exhibit 2-6 provides the list of the selected projects that illustrate the Alliance's experience. The projects provided are current projects, or those carried out within the last three years, on which the Alliance has supported modernization projects comparable to some dimension of Virginia BMI. Detailed descriptions for each project follow.

Exhibit 2-6   Alliance Experience Relevant to Virginia BMI

Customer/Project	Large Engagement Program Management	Strategic Planning	Data Center Consolidation	Operations Support Systems and Help Desk	Managed Services	Enterprise Data Architecture	Enterprise Application Integration	Enterprise Security & Identity Management	Integrated Enterprise Applications and Processes (Financial, HR, Admin, CRM)	Web-Based Applications	Revenue Maximization	Business process reengineering	Large-scale Government Transformation	Change Management planning and Implementation
VA Department of General, Services eVA	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓		✓
VA Department of Taxation, Partnership Project	✓	✓				✓	✓	✓		✓	✓	✓	✓	✓
State of California, Franchise Tax Board	✓	✓						✓			✓	✓		✓
NYC, Financial Management System	✓	✓				✓	✓	✓	✓		✓	✓	✓	✓
PA, Data PowerHouse Project	✓		✓	✓	✓		✓	✓	✓		✓		✓	✓
TSA, Information Technology Managed Services	✓	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓
GSA E-Government Strategy Program/ Project Management Office Support Services	✓	✓				✓					✓	✓	✓	✓
CISS Strategic Planning and Consulting	✓	✓									✓	✓	✓	✓
COVANET	✓	✓		✓	✓	✓	✓	✓		✓		✓		✓
VA, Network IVR		✓		✓				✓				✓		✓
Social Security Administration	✓	✓	✓	✓	✓	✓	✓					✓		✓
MI, e-Pay	✓	✓			✓	✓	✓	✓	✓	✓				
U.S. Treasury, Electronic Federal Tax Payment System	✓	✓		✓		✓	✓	✓		✓	✓			
FAA, Terminal				✓	✓	✓	✓	✓		✓				

Customer/Project	Large Engagement Program Management	Strategic Planning	Data Center Consolidation	Operations Support Systems and Help Desk	Managed Services	Enterprise Data Architecture	Enterprise Application Integration	Enterprise Security & Identity Management	Integrated Enterprise Applications and Processes (Financial, HR, Admin, CRM)	Web-Based Applications	Revenue Maximization	Business process reengineering	Large-scale Government Transformation	Change Management planning and Implementation
Business Services, Enterprise Application System														

AMS—Virginia Department of General Services—eVA

Similarities to Virginia BMI

Much like the Commonwealth faces with its financial and administrative systems, before eVA, Virginia used disparate systems for procurement purposes. The eVA solution transformed the business processes and provided the Commonwealth with an enterprise application. Additionally, the eVA project dealt with system integration, including the Commonwealth's financial and administrative systems.

Business Problem

In the Commonwealth of Virginia, procurement activities were extraordinarily decentralized across more than 180 state agencies and institutions, as well as other public bodies such as schools, airports, districts, authorities and commissions. All of these state actors operated largely as autonomous entities, resulting in an inefficient and costly system of redundancies and duplications. Throughout the Commonwealth, day-to-day procurement activities used variety of desktop applications, automated purchasing systems and manual processes. This patchwork of applications, systems and processes did not enable sharing of information, promote cooperative procurement, or enable the Commonwealth to leverage its buying power to obtain the best value for dollars spent.

The decentralized procurement environment was also a burden to vendors doing business with the Commonwealth. Vendors were required to register with multiple individual agencies, institutions and public bodies. This added cost of doing business was passed along to the Commonwealth in the form of higher prices for vendor products. The Commonwealth incurred additional costs for hardware, software, and resources required to support vendor registration at multiple agencies, institutions and public bodies.

Solution

AMS was engaged to provide a comprehensive, integrated solution addressing the Commonwealth's vision for electronic procurement. Powered by Ariba Buyer and AMS ADVANTAGE® Procurement, the system known as eVA is a hosted, fully integrated web-based procurement system that takes full advantage of the latest technology, industry standards and best business practices, enabling the Commonwealth to maximize the value of its procurement processes and reduce costs.

Through an electronic portal, Commonwealth agencies, institutions and public bodies are now able to conduct business in a decentralized manner while capturing the efficiency and effectiveness of a virtual centralized organization. The eVA solution enables the Commonwealth to obtain goods and services easier, faster, and at the best value.

---

[2] "Overcoming Supply Chain Struggles -- Key to State & Local $1.1 Billion E-Procurement Market." Input, November 2003.

Results

As scheduled, EVA went online in March 2001, establishing one of the nation's most comprehensive web-hosted electronic procurement solutions. Earning the distinction of being the fastest statewide procurement system rollout ever achieved in the nation, the project, thus far, has met or exceeded all project goals. It complements the Commonwealth's efforts to harness the power of the Internet in its electronic government initiatives and is a key component in the Commonwealth's vision for a Digital Dominion. It is widely considered to be the most successful eProcurement solution in the nation, receiving numerous awards:

- 2003 Cost Effectiveness Through Government Award, sponsored by the National Electronic Commerce Coordinating Council (NECCC)
- 2003 State Government Innovator, The Massachusetts Institute of Technology School of Architecture and Planning and Accenture
- 2002 Government Service Award for a Large State Agency, Commonwealth of Virginia Information Technology Symposium

eVA System Components	Commonwealth/Agency Benefits
eMall	- Online access to all registered vendor catalogs and millions of items - Ability to compare prices and offers and thus stimulate competition - Ability to leverage collective statewide purchasing power
Online Vendor Registration	- Single source for locating vendors - Ability to take advantage of vendor contracts statewide
Vendor and Purchasing Data Warehouse/Reporting and Analysis of Purchasing and Vendor Data	- Ability to collect and use information to identify and achieve savings by pinpointing commonly purchased products and securing statewide contracts to procure these products at lower prices - Provides real-time financial information for use by Commonwealth and agency executives

Automation of all Procurement Activities	- Streamlines and accelerates the procurement process by allowing agencies to conduct the entire process electronically, thereby achieving substantial cost and efficiency benefits:
	  o Electronic posting of solicitations
	  o Electronic submission of bids and proposals
	  o Electronic posting of award notices and bid results
	  o Electronic receiving and invoicing
	- Elimination of time-consuming, resource-intensive jobs such as faxing, phone calling, manual approvals and postal delivery
	- Single point of entry reduces errors inherent in data entry and eliminates duplication of efforts

Integration with Administrative Systems	- Allows individual, agency-specific procurement systems to "plug and play" with eVA
eVA Lite	- Offers a fast, easy way for local governments to realize the benefits of e-procurement without undertaking a full-scale eVA implementation
Quick Quote	- Enables agencies to generate solicitations ad-hoc for smaller procurements - Improves supplier diversity by giving smaller businesses opportunity to bid

eVA also provides tremendous benefits to vendors doing business with the Commonwealth, including a leveled playing field for small businesses, increased access to the lucrative government market, cost savings from more efficient electronic processes, faster response and turn-around time, and the elimination of multiple registration requirements.

Contract Value: $16.5M	Performance Period: October 2000—Present

"In these difficult fiscal times, Virginia's Setoff Debt Collection Program [Conducted by VATAX] is a great example of government cooperation to collect much-needed funds for the Commonwealth, courts, and our localities."
Governor Mark Warner

AMS—Virginia Department of Taxation—Partnership Project

Similarities to Virginia BMI

Like Virginia BMI, the VA TAX Partnership Project is a large business modernization effort that requires a re-engineering of major Commonwealth business practices and the web enabling of mission-critical administrative systems. This initiative ultimately introduced completely new customer services, as well as significant organizational improvements and operational efficiencies. It also helps to position Virginia as an attractive place to conduct business in the new global digital economy.

The Partnership Project is a public-private partnership approach that uses benefits funding to cover the project costs. The funding strategy also includes the implementation of "Fast Track" initiatives—similar to BMI's Rapid Return projects—to create an early stream of benefits.

Business Problem

Recognizing the need for better customer services, as well as organizational improvements and operational efficiencies, VA TAX decided to perform a comprehensive modernization initiative that would result in better and faster service to its customers and other stakeholders, with a stated goal of making Virginia's revenue system one of the most technologically advanced in the nation. This transformation effort involved every level of VA TAX's central and nine district offices. However, reinventing its systems was only part of the challenge VA TAX defined for itself. Real improvements in customer service required a re-engineering of business processes.

Moreover, the department was sensitive to budget considerations and determined not to add to its customers' tax burden, and desired an innovative partnership arrangement that would pay for itself.

Solution

Business Modernization. AMS assisted VA TAX in modernizing its business processes through comprehensive re-engineering of the business processes, workflow, and job functions. Using AMS's standard methodology for application reuse, teams of VA TAX subject matter experts and AMS business analysts documented the current state and developed business scenarios and storyboards that led to the creation of the future state. These teams interviewed central and district office VA TAX staff, benchmarking trips, and customer input to gather information. The results of this Blueprint Phase were used on an ongoing basis to guide the design of the new systems, workflow, and job functions to match VA TAX's vision.

Customer Interaction. AMS and VA TAX used Customer Relationship Management (CRM) to develop and manage various methods of interaction with customers. AMS's three-pronged CRM approach supports increased customer-call volumes, places more emphasis on bill collections using Siebel, and adds functionality to all areas of VA TAX to collaborate on customer questions and issues centered on case management.

Collections. AMS' STRATA Risk Management System prioritizes TAX's delinquent accounts based on potential for collection. Using a retrospective statistical analysis of delinquent accounts, STRATA organizes current tax receivables into risk categories designed to help collectors determine which accounts and associated collection strategies will produce the best return. With a finite number of available collectors in the central and district offices, STRATA helps TAX devise collections strategies that maximize collections by in-house collectors, outsource accounts to private collection agencies, designate accounts for self-cure, and write off accounts that are too costly to collect

As new collection strategies are attempted, STRATA will continue to analyze statistical patterns and reassign risks, providing a means to continuously improve collections strategies and efficiently deploy staff. Through Feb. 28, 2003, STRATA has enabled the

collection of $85.1 million in additional revenue.

Online Application for Businesses. VA TAX iFile for Business offers a comprehensive suite of customer-focused Internet tools to business taxpayers and unemployment insurance candidates. A new business in Virginia can now register, file its returns, pay its taxes, and get assistance with account-related problems without filling out a single form or speaking to a Customer Service representative. The iFile for Business application allows taxpayers to file sales-and-use, and withholding taxes over the Internet. It also allows taxpayers to view the past 12 months of account history online. This level of account access is the first of its kind in the nation and is consistent with the vision of a complete self-service channel for taxpayers.

The AMS-developed iReg for Business application allows a new business to register online with the Virginia Employment Commission (VEC) and an existing business to add business locations, consolidate filings, and update address and contact information. iReg allows businesses to receive and use their tax ID immediately instead of waiting for their application to be processed manually. It simplifies the registration process by reducing a complex registration form of several pages to a simple interactive paperless process.

Also with the VEC integration, taxpayers can file and pay unemployment insurance taxes at the same time as they file and pay their taxes with TAX. The automated process allows employers to pay state taxes and receive quarterly reports. The state also uses an automated accounting process to distribute unemployment compensation payments.

Online Application for Individuals. VA TAX iFile for Individuals is a suite of Internet services that provides customers with unprecedented flexibility and access to account information. AMS designed VA TAX iFile with a screen layout and navigation consistent with VA TAX iFile for Businesses, while making each page as simple, clear and non-redundant as possible. Sample screens allow taxpayers and unemployed Virginia residents to preview the system before filing online and an optional online survey encourages feedback from users.

Individual taxpayers can interact extensively with TAX without filling out paper forms, sending letters, or calling the state. iFile for Individuals allows taxpayers to file and pay their Virginia income taxes online and provides an unprecedented level of interactive customer service. Taxpayers not only file and pay their taxes, but also make name and address changes and conduct simple account management functions online, such as checking a refund status.

AMS also designed, developed, and implemented a web-enabled system to allow Virginia businesses and individuals to file and pay taxes online.

Tax Amnesty Project. The 2003 Virginia General Assembly passed legislation that created Virginia Tax Amnesty, which establishes a time period in where taxpayers who have an outstanding bill or delinquent return for any tax administered by VA TAX can receive amnesty. AMS operates this project, allowing delinquent taxpayers to pay only the tax due and half the interest on eligible outstanding bills and delinquent returns, waiving the remaining interest and penalties.

Results

- During the first year of operation of VA TAX's new website, customer usage increased by more than 300 percent. The redesigned site had over 442,000 visitor sessions in April 2002. Approximately 165,000 filers used Telefile during the 2001 filing season.
- As of March 2003, over 35,000 businesses have signed-up for iFile, filing over 83,000 returns and collecting more than $400 million in payments.
- Over 178,000 individual income returns have been filed online by roughly 138,000 taxpayers.
- Over 25,000 new businesses used iReg to register their businesses.
- Since implementation, the Customer Relationship Management solution (Siebel) has captured and categorized almost 1 million inbound customer contacts.
- The VA TAX Partnership Project has received the following awards:
  - o 2003 Cost Effectiveness Through Government Award from NECCC
  - o 2001 Federation of Tax Administrators (FTA) award for Management and Organizational Initiative in State Tax Administration
  - o National Association of State Chief Information Officers (NASCIO) 2001 Recognition Award for Outstanding Achievement in the Field of Information

AMS—Virginia Department of Taxation—Partnership Project

> Technology, for VA TAX's transformation of its business practices and implementation of cutting-edge technologies
>
> o Semifinalist - Innovations in Government Award from the John F. Kennedy School of Government at Harvard University

Contract Value: $166M	Performance Period: July 1998—Present

AMS—New York City—Financial Management System

Similarities to Virginia BMI

Because it involved consolidation of 80 agencies' financial systems, NYC FMS closely resembles the BMI. FMS's large business modernization effort has required a re-engineering of the City's core business practices and systems integration. This effort has required a close partnership with the City and its agencies throughout the project's lifecycle.

Business Problem

In 1996, the City of New York issued a Request for Proposal for a citywide financial management system. The objective of the City was to replace its 20-year old custom financial management system (IFMS), previously implemented by AMS, along with 10 other systems that supported various components of financial management and budgeting. The new system, called the Financial Management System (FMS) would provide integrated support the budget, financial, and procurement operations of more than 7,600 end users, in more than 80 agencies throughout the City.

The project also involved the implementation of a new citywide technical infrastructure to serve as the platform for FMS, and for future financial management and administration systems and could facilitate enabling technologies such as intranet and e-commerce.

The need for a new financial management system was driven primarily by Y2K concerns, so that timely implementation of the system was crucial. The City also sought to use FMS to modernize its systems processes and technical infrastructure, while maintaining the broad functionality demanded by an organization as complex and large as the City.

In 1997, the City selected AMS to provide the FMS application and technical infrastructure.

Solution

For this project, AMS provided the City with complete systems integration services, covering the development of the FMS application, support for implementation and on-going maintenance of the system, and the deployment of the hardware and network infrastructure required to operate FMS on a citywide basis.

For the FMS application, AMS provided an integrated platform designed to meet the City's business requirements and to support the full set of financial management functions desired by the City. Together, the City and AMS personnel deployed the FMS application. The solution provides the City with a robust set of integrated, citywide financial management capabilities that were originally performed in 11 disparate systems. Key functions include:

- Accounting - Multi-fund general ledger, expense accounting, revenue accounting, fixed assets, and others
- Budgeting - Full support for the compilation and maintenance of the City's general fund and capital fund budgets
- Procurement - Automation of the City's procurement process, covering the purchases of miscellaneous office supplies to large scale construction contracts
- Information Management - Deployment of a data repository and associated reporting tools covering all aspects of system

FMS is widely used by the City's financial control agencies and by all other City agencies (including Police, Fire, Human Services, etc).

For the technical infrastructure, AMS worked in partnership with the City's Financial

AMS—New York City—Financial Management System

Information Service Agency (FISA) and the Department of Information Technology and Telecommunications to define the infrastructure technical requirements and specifications. This infrastructure includes a high speed, fiber optic TCP/IP network linking major City locations, a central server complex, and remote installations at over 140 locations. This infrastructure provides a foundation for future e-commerce efforts. The City could use this technical backbone to implement EDI inventory, procurement applications, and Electronic Fund Transfer capabilities for all agencies.

Results

The system currently processes more than $50 billion annually in City budget and expenditures across all funds. More than 40,000 transactions of all types are processed through FMS nightly.

- The FMS application, having grown from one million lines of code in the baseline to more than four million lines of code when completed, was implemented to replace or upgrade eight legacy City administrative management systems.
- A new fiber optic wide area network and LANs were implemented in over 140 different City locations, including over 4,000 workstation and desktop deployments.
- Over 7,000 student days of instructor led training and 85 hours of CBT courses were provided to train 6000+ users (more than 4,000 remain active users of FMS).
- Over 20 years of data and several million records were converted from the City's old IFMS and related systems into the new, integrated FMS.
- The Agency Advocate Team made over 2,000 agency visits in support of agency implementation efforts.
- Ad hoc reporting support was implemented through a data mart linked to a third-party reporting tool.

Contract Value: $187M	Performance Period: April 1997—Present

"Through our partnership, we have increased collections dramatically while equipping our organization to provide enhanced service to our constituents."
-John Vranna, Chief of the Accounts Receivable Management Division for the California Franchise Tax Board [3]

AMS—California Franchise Tax Board Project—Collection Account Processing System, Professional Audit Support System, and Accounts Receivable Collection System

Similarities to Virginia BMI

Aspects of the BMI program, namely the benefits funding and long-term partnership, intend to reflect that of the existing relationship between AMS and FTB. Additionally, BMI intends to collect revenue owed to the Commonwealth, similar to the success in California.

Background

In the early 1990s, the California Franchise Tax Board (FTB) faced a significant challenge. The State of California was burdened with a "tax gap" of approximately $2.7 billion in uncollected taxes, yet the vast majority of the state's 15 million taxpayers believed they were in compliance with the state's tax laws due to lack of information or confusion about specific rules. To address this problem, a creative partnership was necessary to produce a solution that would improve internal processes, collections, and customer service.

Solution

Working with AMS within an innovative, performance-based, benefits-funded procurement framework, the FTB targeted both collections and audit processes to improve revenue collection capabilities while reducing taxpayer intrusion and enhancing customer service.

---

[3] "AMS Implements Collections System for California Franchise Tax Board: Benefits-funded Solution Addresses 'Tax Gap.'" AMS Press Release. June 13, 2001

AMS—California Franchise Tax Board Project—Collection Account Processing System, Professional Audit Support System, and Accounts Receivable Collection System

Our multiple engagements with FTB entailed three principal components: the Collection Account Processing System (CAPS), the Professional Audit Support System (PASS), and the Accounts Receivable Collection System (ARCS). AMS and the FTB developed CAPS, PASS, and ARCS to enable the development and deployment of a next-generation, customer-focused tax system, and one that would encourage more widespread tax compliance and improve how collections and audits were conducted. The two most recent components—PASS and ARCS—are discussed below.

The **Professional Audit Support System (PASS)** is an integrated tax audit system designed to streamline processes, improve auditor efficiency, enhance customer service, and increase revenues. Specific goals of the PASS project, which began in 1995 and was implemented in 1997, were to

- Increase the tax compliance of complex partnerships by improving auditors' access to discrete layers of partnership information
- Target audit candidates using computerized tools to identify the greatest opportunities for tax recovery
- Reduce the time and money spent on pre-audit procedures
- Eliminate paperwork and "stove-piped" internal structures that interfered with identifying and auditing high-risk organizations

PASS supports the 800 audit and legal staff and the entire income tax audit lifecycle from the point of identification of best audit candidates through final audit or legal determination.

The PASS project also included the Auditor's Desktop in a Briefcase. This innovative laptop application enables auditors to travel to remote taxpayer sites with complete access to all necessary case information and support resources. This component allows auditors ready and portable access to key audit tools for any audit case unit.

The **Accounts Receivable Collection System (ARCS)** project leveraged the FTB CAPS investment for personal income tax by implementing an integrated client/server-based collection system. Through risk analysis and decisioning support, the system

- Calculates a risk "score" and projected yield for each taxpayer based upon past performance
- Identifies the best and least intrusive collection strategy for each taxpayer
- Optimizes resources by prioritizing collections activities

The system thus maximizes delinquent tax collection and minimizes taxpayer intrusion.

The ARCS solution manages inventory, distributes work, initiates notices to taxpayers, and attaches bank accounts and wages. It enables the FTB to create, execute, measure, and improve the results of various collection strategies. Ultimately, this allows FTB employees to apply the most appropriate strategy based on the individual situation and to focus on customer service.

ARCS initially targeted a pool of previously discharged accounts and identified correct addresses and new income sources for inactive cases, which resulted in significant returns for the FTB. With the ARCS implementation, the FTB became the first state agency to use an automated analytical model to determine the risk of its delinquent accounts.

Benefits-Funded Approach. For this engagement, FTB was seeking a true partner, one who would take the necessary risks and share the benefits with them to implement an innovative solution comprised of critical technology and process improvements that they otherwise would not have been able to do under a traditional procurement model. This, combined with the desire to implement a state-of-the-art collection system without raising taxes or reducing services to taxpayers, required an alternative procurement method. The ARCS project used just such a method; it was financed using a benefits-funding model by which the FTB paid AMS only as expected financial benefits—in this case, increased revenues—were generated from the implemented system. For ARCS, the AMS/FTB project team identified specific activities early on that would generate benefit streams to help pay for the implementation of the technology as the project moved forward. During earlier phases of ARCS, this identification generated revenues in excess of $150 million, fully recovering the project cost even before it was fully implemented.

AMS—California Franchise Tax Board Project—Collection Account Processing System, Professional Audit Support System, and Accounts Receivable Collection System

Results

- **Efficiency.** All of the FTB's tax collection operations are integrated onto a single platform. Through elimination or reduction of manual processes, pre-audit data collection, which used to take six months or more, now takes ten minutes. PASS helps auditors uncover the complex owner relationships and hidden revenues in Pass-through Entities. By utilizing risk analysis and prioritizing collection activities, the FTB can better assign and optimize resources.
- **Customer Service.** With PASS, auditors are able to conduct faster audits and decrease disruption to a taxpayer's business. More targeted audits means that fewer compliant taxpayers will be audited. PASS improves data accessibility in the Auditor's Desktop, allowing auditors to act as coaches, educating taxpayers about tax laws and regulations.
- **Revenue Collection.** $321 million in benefits had been generated by the ARCS Project, paying for the project well before completion and exceeding initial projections by well over $250 million. Total benefits for the PASS program were more than $176 million, exceeding the project value by nearly a factor of four. The three projects combined (CAPS, PASS, and ARCS) had produced nearly one-half billion dollars in additional revenues for the State of California. The ongoing operation of PASS and ARCS is expected to generate in excess of $50 million in additional revenue per year.

Contract Value: $25,000,000	Performance Period: May 1994—Present

---

Unisys—Commonwealth of Pennsylvania—Data PowerHouse Project

"What once took 180 workers at 17 separate, state-run data centers, we're now able to do with a single, state-of-the-art facility. What's more, we'll be able to provide Pennsylvanians with the fastest, most reliable services possible. And we'll save taxpayers more than $110 million in the process." - Pennsylvania Governor Tom Ridge [4]

Similarities to Virginia BMI

The Pennsylvania PowerHouse Project exemplifies effective outsourcing of the management and operations of government data centers. Goals we propose for Virginia, including reduced costs and improved service levels, continue to be achieved by the Pennsylvania Data PowerHouse Project.

Business Problem

The Governor's Office of Administration announced the Pennsylvania Data PowerHouse project in 1997. Through this initiative, the Commonwealth planned to outsource the operations and technical support functions for up to 20 separate data centers operated by 16 state agencies.

Solution

Under the Data PowerHouse contract, Pennsylvania has become the first state to successfully consolidate and outsource its entire data center network. Unisys consolidated 20 of Pennsylvania's agency data centers into one centralized data center (with a separate backup/disaster recovery site) and is providing ongoing management and operational support.

At the "always open" Data PowerHouse, new Commonwealth of Pennsylvania web-based systems interface with enterprise server databases that are supported every day of the year around the clock. One example is the WIC Food Stamp program, which has been able to extend its evening and Saturday hours as a result of enhanced support.

Other examples of citizen-focused, web-based services that Unisys delivered through the Data PowerHouse project are these:

- **PA Direct**—Free Internet tax-filing option
- **Telefile**—Free telephone-based individual income tax filing option

---

[4] "Commonwealth of Pennsylvania Launches Pennsylvania's Data Powerhouse." Commonwealth of Pennsylvania Office of Administration. June 7, 2001.

- **Teletax—**Telephone system to check on the status of individual income tax refunds, property taxes, corporation taxes, and rent rebate checks
- **PA-100—**Internet filing of business enterprise registrations
- **e-Tides**—Internet filing of business sales and employer taxes
- **Hunting licenses**—Internet applications for hunting licenses
- **APRAS—**Internet filing for oversize or overweight truck load routing licenses and maps
- **Vehicle registration renewals**—Internet renewals of motor vehicle registrations
- **Patch—**Internet access to Pennsylvania criminal history record checks

Results

The success of the Commonwealth of Pennsylvania's Data PowerHouse project is due mainly to the project's dedication to employee and citizen needs—the government employees whose careers have been enhanced and the taxpaying public that has benefited from the increased availability of electronic-government services. For example, about 200 Commonwealth of Pennsylvania IT professionals have been redeployed in new and challenging careers to work on state-of-the-art technologies and programs providing better service to the citizens of Pennsylvania. Additionally, some critical enterprise applications now can extend availability times to citizens because of faster data processing capability combined with 24-hour operations.

Another key component of the Data PowerHouse's success has been the high-tech expertise provided by IT vendor Unisys as the prime vendor on this project. Citing Unisys success in Pennsylvania, *Outsourcing Journal* stated, "This is the story of how Unisys not only accomplished the state's strategic goals but also went far beyond what was initially anticipated." The Data PowerHouse is projected to save Pennsylvania taxpayers more than $110 million during its first five years; the savings will be reinvested in more technology solutions and programs that will benefit Pennsylvania citizens.

The final and most essential key to project success has been the partnership formed by Unisys and the Commonwealth of Pennsylvania. This partnership was recognized with Outsourcing Journal's Annual Editor's Choice Award in the Most Strategic category. Unisys was among nine recipients (out of 121 nominees) of the 2002 awards, which particularly recognized awardees for

- Partnership approach at outset of the relationship
- Continuous flexibility from both parties
- Ability of both parties to work together as a team to overcome challenges
- Use of outsourcing as a means to accomplish a new strategic objective, rather than just improve a process or reduce costs.

Contract Value: $920M	Performance Period: August 1999—Present

"The mission of our agency is clear—to ensure the safe transport of people throughout the nation's transportation system. Unisys and its team offer the finest capabilities and credentials and provide the best value proposition to implement an enterprise-wide managed services solution to meet our needs."
Patrick R. Schambach, Associate Undersecretary, Office of Information Technology, TSA

Unisys—Transportation Security Administration—Information Technology Managed Services

Similarities to Virginia BMI

The TSA's managed services contract with Unisys will provide information technology modernization services, including hardware and software services, help desk, network/security operations, and business process re-engineering services. TSA and VITA have much in common:

- A newly created agency with multiple locations and staff dispersed geographically
- A legislatively-mandated aggressive timetable by which activities must be achieved
- The need to assess, standardize and deploy an IT infrastructure in a complex production environment
- Enterprise-wide responsibilities including core business administrative functions and security.

Unisys is supporting the TSA in all aspects of these IT deployments.

Business Problem

TSA required a partner to build the new agency's IT infrastructure from the ground up. Awarded under the Information Technology Omnibus Procurement (ITOP II) contract, the task order, called Information Technology Managed Services (ITMS), will cover the full range of IT and telecommunications services that support desktop management, enterprise architecture development, cyber security and related operations. The initiative also includes 429 commercial airports and will help to secure the safe transport of people throughout the U.S.

Solution

Under the managed services contract, Unisys and its 30 Strategic Partner subcontractors will provide information technology and telecommunications modernization services, including hardware and software services, help desk, network/security operations, and business process re-engineering services. Also included in the contract are a full complement of managed services to integrate everything from personal digital assistants and secure mobile radios to high-availability local- and wide-area networks and enterprise operations centers.

One major effort under this contract has been the establishment of TSA headquarters. When the TSA contracted with Unisys for IT managed services (ITMS), neither organization knew where the new agency would be headquartered. Until the contract was finalized, TSA could not disclose which of several potential sites would be selected to house the agency until immediately before the move was to occur. As a result, TSA and Unisys had approximately three weeks to accomplish the enormous task of moving the first set of employees from disparate offices to a new headquarters equipped with everything necessary to do their jobs. The specific objectives of the project included the following:

- Relocate approximately 1,200 hundred people from five different locations into the new headquarters facility by March 1, 2003.
- Provide WAN connectivity, LAN infrastructure including cabling and voice-over IP solution
- Support for five move waves of incoming TSA employees (averaging 250 persons per wave)

When the first wave of employees arrived at the new headquarters, not only did they have all the IT functions they needed, they had desk-side technical support. A team of Unisys technicians was on hand to help with any questions or issues that arose, with one technician for every six employees in the building. When customer satisfaction was polled, based on a 5-point system, with 5 being the highest possible score, the ratings ranged from 4.67 to 4.97 in areas such as "preparation of IT portion of work area" to "Unisys professionalism and courtesy," respectively. These numbers are even more impressive considering that many users were working while subsequent moves were taking place.

Results

The TSA headquarters was fully operational by January 2003 with an in-place IT

Unisys—Transportation Security Administration—Information Technology Managed Services

infrastructure and a seamless transition. Says Tom Jackowski, TSA Program Manager, ""Our goal was that when the employees came in on Monday, the only thing different about their work environment was the building. Thanks to the collaborative effort of Unisys with the TSA, we were able to achieve that goal and more."

Contract Value: $240,000,000	Performance Period: 2002 - Present

---

MCI Project Commonwealth of Virginia Network (COVANET)

Similarities to Virginia BMI

COVANET is directly relevant to the BMI project, because the COVANET network is MCI's premier model for its state government enterprise architecture and is designed to service not only all of the Commonwealth's agencies but also its public universities, schools and libraries. The COVANET architecture not only provides broadband, IP, Voice and Data services but also is designed to support all advanced IP services being developed.

Business Problem

MCI provides advanced voice, data and Internet communications for the Commonwealth of Virginia Network initiative. COVANET is one of the most technologically advanced statewide networks in the country, designed to deliver advanced communications services to state agencies, local and county governments, public universities and schools. The Commonwealth needed a business telecommunications partner that could service not only the demands of its agencies, and the requirements of its counties and schools, but one that then could help VITA transition to support evolving technologies over the next ten years.

Solution

Through VITA, MCI will provide the Commonwealth with an integrated data and voice communications network that will enable it to take advantage of the flexibility of IP today while serving as the advanced platform for Virginia's ongoing e-government initiatives. Using MCI's very high performance Backbone Network Service (vBNS+), the Commonwealth of Virginia will securely and reliably link state organizations together to enhance operational efficiencies and statewide communications.

Awarded following a competitive bidding process, the four-year contract, with six one-year renewal options, is valued at up to $250 million. The contract is expected to save the Commonwealth approximately 12 percent over its current annual communication costs. Cost savings due to improved network efficiencies, supported enterprise wide applications and improved technologies have not been calculated.

Results

During its 12-year relationship with the Commonwealth of Virginia, MCI has enabled the state to maintain its leading edge in developing and delivering services to its citizens and business. Through COVANET, customers will be able to take advantage of the combination of high-performance networking and a portfolio of advanced IP services. These services make COVANET an unparalleled network for today's most demanding customers and their applications.

Contract Value: Est. $250M	Performance Period: November 2003-November 2013

MCI Project - Commonwealth of Virginia – Network IVR Solution

Similarities to Virginia BMI

MCI provided call application and network consolidation for the Commonwealth of Virginia. They required a robust network IVR solution. MCI developed a close

MCI Project - Commonwealth of Virginia – Network IVR Solution

relationship with the Commonwealth and was able to proactively manage the IVR migration.

Business Problem

In November of 1999, the state of Virginia installed an MCI network IVR solution. The ECR (Enhanced Call Routing) application not only utilized MCI's basic IVR functionality, it also required the Host Connect feature functionality, the application was implemented to support the needs of the Department of Social Services. The network IVR solution was installed to consolidate the States current infrastructure of 15 on- premise IVRs. These IVRs supported 24 State offices.

Solution

In addition to the on-premise IVR functionality being migrated to MCI's network IVR, the Department of Social Services added MCI's Host Connect feature to the application. Callers could call into the network IVR and get real-time information on the following applications: Payments, Arrears, and Case Action. They also had the ability to receive Fax #'s and Mailing addresses. The Host Connect application accessed the state's on-premise host databases to allow toll free callers to perform self-help functions. If the caller still needed to speak with an agent after the self-help functions, that option was available to them. The IVR offered this application in both English and Spanish. Time-of-Day, Holiday, and emergency alternate routing were all part of this solution.

Results

Since the initial installation of the application in November 1999, there have been approximately 20 changes implemented over a two-year period. The customer enhanced this application over the years by adding MCI's Takeback-and-Transfer and Busy-Ring-No-Answer features. They additionally added and modified their call extension numbers as well.

Contract Value: $160K/month	Performance Period: November 1999 - Present

MCI Project – Social Security Administration

Similarities to Virginia BMI

MCI has worked with the Social Security Administration to implement significant network improvements, cost savings, and has developed a truly unique working relationship with our customer. This contract is a true example of a corporate-customer partnership and the success of the program clearly demonstrates that.

Business Problem

MCI implemented a network architecture that has enabled the Social Security Administration to move from its legacy, bridged network to a routed infrastructure. The constraining legacy, bridged network restricted the SSA from taking advantage of the ever-growing capabilities and technologies of intranet and Internet technology. This, in turn, would have limited the SSA's ability to grow to meet increasing demands, especially for network bandwidth to handle network-enabled applications.

Solution

MCI transitioned the SSA's toll-free telephone networks, the most complex switched 800-service network of its type, to MCI under the FTS2001 contract. The network provides service to 41 teleservice centers, and 7 processing centers nationwide, with an automatic call distributor (ACD) at each location providing intelligent network routing capabilities. MCI also provides Toll Free ECR (network IVR) platform that supports 8 million calls and 40M minutes a month. MCI also provides SIVR (simple speech) and a sophisticated reporting system along with more advanced speech recognition applications.

The MCI Call Center Network Solution (CCNS) for the Social Security Administration supports the origination and termination of calls of various types. Originating calls are

initiated by a user (an SSA agent, supervisor, or administrator) at one of the SSA call centers. Terminating calls are targeted at a CCNS user for completion.

The trunking between the CCNS ACDs and the MCI network utilizes multiple integrated service digital network (ISDN) trunk groups configured to act as a single, two-way shared trunk group using digital number identification service (DNIS) differentiation between the various call types and applications supported. These were configured in MCI's provisioning system as Vnet (MCI's virtual dialing product) ISDN dedicated access lines (DALs) with access integration. The Vnet product supports originating and terminating switched voice services. The access integration option allows the termination of toll-free or 900 number traffic to the same trunks. The MCI network transports calls between ACDs and to/from outside parties via the FTS2001 contract arrangement.

Local trunks into the Aspect ACDs from the SSA call centers homed to them were reused from the existing SSA ACD configuration. These are analog telco circuits from the local access carrier (LEC) with direct inward dialing (DID) and direct outward dialing (DOD) capability, or they are tie lines to a separate private branch exchange (PBX) at the SSA call center.

Results

MCI is currently providing pilot tests for multimedia services for SSA along with enhancing the desktop functionality of their contact-center agents and meeting SSA's growing needs of network level self-help speech recognition applications

Contract Value: $multi-million	Performance Period: January 1999 - present

GovConnect—State of Michigan—e-Pay

Similarities to Virginia BMI

Through BMI, the Commonwealth has the opportunity to deploy a standardized enterprise wide electronic payment solution to consolidate and reduce cost associated with processing electronic payments including credit cards and telecheck, ACH debits, etc. GovConnect provided the State of Michigan with such a solution.

Business Problem

Michigan desired an electronic payment and authorization system in order to modernize and centralize payment administration and role-based security.

Solution

GovConnect supports the State of Michigan in the development of the Centralized Electronic Payment and authorization System (CEPAS). GovConnect designed e-Pay with an API interface (standard SQL database access interface), which makes it easy for programmers to integrate the system with agency business applications or programmable electronic payment devices regardless of operating system or programming language (Web applications, Interactive Voice Response (IVR), POS, Kiosks, and remittance machines). E-Pay features a powerful search engine that can quickly find individual payment transactions based on name, date, confirmation number, reference information, and the like.

e-Pay also has flexible online and offline reporting features, allowing a payment administrator to view payment receipts at the enterprise, agency, and/or business application level. To maintain security across the various facets of the system, payment data is encrypted during transmission and stored in the database. The system is also compliant with credit card associations and NACHA rules and regulations.

Results

The Project has been a success, providing the State with a modernized electronic payment and authorization system for electronic payment functions.

Contract Value: $1,722,500 (estimate)	Performance Period: 2003—2006

GovConnect—U.S. Treasury—Electronic Federal Tax Payment System

Similarities to Virginia BMI

The opportunity to deploy large-scale enterprise wide contact centers for providing customer service through multi-channels including web, telephone, and IVR.

Business Problem

GovConnect's parent govONE Solutions operates the electronic business tax collection services of the U.S. Treasury's Financial Management Service, under subcontract to Bank of America, for the entire southern half of the country. This program, the Electronic Federal Tax Payment System (EFTPS) is national in scope and consolidates electronic payments made by Internet (EFTPS On-Line) and phone (Interactive Voice Response/IVR). govONE process for the EFTPS over 36,000,000 payments annually valued at one trillion dollars.

Solution

Bank of America was selected as one of two Financial Agents to design, develop, implement, and operate the EFTPS system. Bank of America teamed with govONE Solutions to provide these services:

- **Database Development—**govONE Solutions designed and developed the EFTPS database. The system receives information from taxpayers via touch-tone phone, operator, Internet, EDI and PC; initiates ACH Debits; receives ACH files from the Federal Reserve Bank; and transmits reports to FMS, IRS, and the Federal Reserve Bank.
- **System Integrity and Security—**All systems and facilities that support EFTPS were C2 certified.
- **Database Maintenance—**govONE Solutions monitors EFTPS on a daily basis and implements system modifications and enhancements.
- **Taxpayer Enrollment**—govONE Solutions processes taxpayer enrollments utilizing the latest image technology.
- **Voice Response Unit**—govONE Solution's sister company, Call Interactive, provides state-of-the-art IVR technology, which enables taxpayers to report tax payment information using a touch-tone phone.
- **Customer Service—**govONE Solutions provides toll free EFTPS customer support for taxpayers and financial institutions. Specialized groups also support batch and bulk filers.
- **Internet Access—**govONE Solutions designed and developed a fully functional Web sight that supports enrollment, payment, and inquiry by both business and individual taxpayers.

EFTPS is based on the successful TAXLINK pilot operated and developed by govONE Solutions. EFTPS provides a convenient, free service to business and individual taxpayers, enabling them to eliminate use of paper coupons and checks. Through various interfaces (voice operator, IVR, PC software w/dial-up), EFTPS accepts and processes electronic information for all types of federal tax payments.

Results

- To date, EFTPS has processed more than 200 million payments totaling more than five trillion dollars. EFTPS processes more than 75 cents of every tax dollar collected and more than 94% of depository tax dollars. On an annual basis, govONE Solutions moves more than one trillion dollars in tax funds in over 40 million electronic fund transfer payments, handling taxpayer reports 365 days a year, 24 hours per day.
- EFTPS has also received both the e-Gov Pioneer Award and the prestigious Hammer Award.

Contract Value: $70M	Performance Period: January 1996—Present

SiloSmashers - GSA Office of Government-Wide Policy E-Government Strategy Program/Project Management Office Support Services

Similarities to Virginia BMI

The BMI will require a strong Project Management Office (PMO) to keep all elements of the initiative on track. SiloSmashers offers this service to the GSA Office of Government-wide Policy at the federal level. The E-Gov PMO manages a portfolio of programs that are complex, cross-agency, government-wide initiatives.

Business Problem

SiloSmashers is a major partner in an integrated team with Government personnel providing PMO Support to the GSA Office of Government-wide Policy. The objective is to provide program management support for the e-Gov PMO, the five e-Gov initiatives, and other offices or other e-Gov initiatives as assigned. The five initiatives are e-Authentication, Federal Asset Sales, Integrated Acquisition Environment, eTravel, and USA Services.

Solution

SiloSmashers supports the PMO in the areas of change management, program/project management support services, communications, and IT. Initially, the team supported the e-Government Program Manager in setting up the PMO by providing a foundation for the entire program in project management processes, procedures, tools, and templates and supplying administrative and logistics support. SiloSmashers also helped design and implement a communications program. Our communications experts developed strategies for internal and external communications and completed plans that provide a communications roadmap: detailed matrices of communications activities by specific audience.

The SiloSmashers team gives status reports to major stakeholders such as GSA and OMB, provides architectural guidance and direction to establish consistency across initiatives, and provides quality assurance and control. The project team works closely with senior level GSA staff and provides these services:

- **Change Management -** Change management support for managers and stakeholders.
- **Project Management Support** - Support for the project management lifecycle through an earned value system. Development of plans, requirements, and tasks for the e-Gov Initiatives. Charter development to define purpose, strategy, boundaries, process, and deliverables.
- **Project Oversight Support** - Selected prototyping and testing to define requirements and expedite outcomes. Oversight of cost and schedules.
- **Facilitation Services** - Facilitation of teambuilding strategies. Training to managing partner agencies for implementation of initiatives. Project management training.
- **Delivery Support** - Consultation with project teams recommending integration approaches, reengineering opportunities, pilots, commercial software analysis and reviews. IV&V services to support the entire systems development life cycle. Configuration management support.
- **Communications consulting -** Communications plans, audience and stakeholder analyses, positioning statements and targeted messaging. Communications channel development and delivery of branded marketing materials. Public affairs and media relations positioning. Coalition building and interagency relations.
- **Subject Matter Expertise** - Enterprise architecture consulting to recommend and benchmark architecture approaches. Offer subject matter experts in support of individual e-Gov initiatives.

SiloSmashers' role with the five initiatives has continually expanded to now provide staff or support to all five initiatives, especially in leadership functions (the Deputy Program Manager of the PMO and Operations Managers on two project teams).

Results

Perhaps the greatest testament to the success of our role on this project has been the success of the portfolio of five E-Government initiatives the PMO oversees. In a challenging fiscal environment where projects and programs must continuously demonstrate progress, each of the initiatives has shown recognized progress toward

SiloSmashers - GSA Office of Government-Wide Policy E-Government Strategy Program/Project Management Office Support Services

ambitious goals.

Contract Value: $31,402,000	Performance Period: 3/15/2002-Present

SiloSmashers - GSA FTS Center for Information Security Services (CISS) Strategic Planning, Organizational and Customer Assessment, Financial Analysis, Transformation Strategy/Implementation and Change Management

Similarities to Virginia BMI

SiloSmashers offered large-scale business transformation services to this government client in order to achieve greater efficiencies and effectiveness in their provision of technical services. The project provided transition services, including communications planning and implementation, change management planning and implementation, business process reengineering, and development and delivery of a personnel performance management system that realigned human capital with the new strategic goals of the organization.

Business Problem

In 2000, CISS was restructured to reflect a fundamental shift in its business model. It needed to transform from primarily providing direct technical services to providing assisted procurement services, along with some specific types of direct technical services. This required a major business process engineering and organization change effort.

Solution

After performing an initial organizational assessment, SiloSmashers led CISS in formulating a Strategic Plan, including defining five major actions for change. SiloSmashers then provided task area leadership, business management expertise, and organization development consultation in those change areas:

- Developing an enhanced marketing and sales program
- Improving financial management reporting and tracking
- Reviewing and revising internal processes and workflow
- Building a customer relationship program
- Developing a personnel performance management program

The SiloSmashers team focused on the effects of change across CISS and assisted CISS with developing techniques to sustain the changes.

Results

Today, CISS is a changed organization. Its financial system is now automated with reporting and tracking capabilities. The new organization structure aligns with current mission objectives and enhances staff efficiencies. Processes are standardized, teamwork is evident across functional areas, and employees' skills are honed to improve customer relations. A structure is in place to recognize and reward exceptional performance. Fiscal Year 2002 revenue increased 16 percent despite the workforce being reduced 22 percent. CISS' revised revenue goal of $80 million was met, showing a slight profit before the allocation of external overhead.

Contract Value: $2,067,000	Performance Period: 5/25/01-2/28/03 (three phases)

Belacorp— Federal Aviation Administration (FAA)—Terminal Business Service (ATB) Enterprise Application System

Similarities to Virginia BMI

The similarities between the work that Belacorp performed in the FAA EAS project and BMI include the implementation of Web-based enterprise solutions for government organizations, implementation of data centers and operation support systems to support the solution in a hosted model, enterprise application infrastructure and integration, business process reengineering and end-user training.

Business Need

Belacorp worked with Titan and the FAA's first performance-based organization (Terminal Business Service Organization—ATB) to define the business need, requirements and the best technical architecture to support the newly formed ATB. Mr. Lulushi served as chief solution architect and led the combined Titan-Belacorp technical team in the design, integration, customization, and implementation of the performance-based integrated collaborative toolset known as the Enterprise Application System (EAS).

Solution

The EAS application uses proven, commercial-off-the shelf (COTS) packages with comprehensive capabilities for Performance Based Organization business operations. The EAS architecture is open standards-based and uses an Oracle database that allows data sharing across applications, as well as use of legacy data contained in the ATS National Data Center. It is made up of the following modules: User Interface, Web Server, Portal, Project Management, Knowledge Management & Workflow Automation, Calendaring, Forms, and Database Server. The design of each EAS implementation component required a combination of data and application programs designed to work together to generate desired results. EAS applications store Documents, Collaborative Efforts, Discussions, Calendars, and Resources & Schedules.

The IT architecture hosts the packaged-application operations, provides a stable environment, and supports the ATB business processes.

Implementation. The Program management team was composed of Titan and Belacorp employees with well-defined responsibilities. At the start of the project, a complete Project Plan was submitted to FAA. Monthly Status Reports demonstrated progress and achievements, issues and remedies, deliverable status, action items status and future plans.

A joint team of Titan and Belacorp professionals working together with FAA subject matter experts conducted requirements analysis and requirements development. The implementation team went through a design review process that validated design decisions, such as content and user hierarchy, the design of workflow maps and templates and the implementation of the Master Integrated Schedule.

A Roll-Out Plan outlined the planning, scheduling, and implementation of key events. Phased implementation was conducted for the packaged-applications. Since the implementation involved conversion from a legacy application environment, the rollout strategy ensured the transition was operationally non-disruptive and provided a seamless transition to the ATB user community.

Robust system testing was one of the most critical activities accomplished during and after the packaged applications were integrated. A User Acceptance Test Plan described the test activities to be performed and the results that would be required to validate that the customized application components of the EAS system meet functional, technical, and system operational requirements.

Training. All user training is conducted in a formal training environment. Subsequent proficiency training is conducted in the production environment. Three levels of training were developed to support program needs: User Basic Training (delivered to 600 students to date); Executive Basic Training (given to 20 students to date), and Proficiency Training for more advanced use.

Support and Administration. An "EAS Help Network" provides ATB users with multiple resources for support. Depending on the type of issue encountered, the user's primary source of support is their local Information Resources Management (IRM) group, their ATB Facilitator, or the EAS Help Desk—ultimately the single-point-of-contact for

Belacorp— Federal Aviation Administration (FAA)—Terminal Business Service (ATB) Enterprise Application System

technical issues. The Operational Support Team utilizes several tools to manage the EAS system including problem tracking, knowledge management, and network monitoring applications.

Security Planning and Support. The Security Plan is designed to ensure that system information and data is safeguarded and protected against unauthorized use in accordance with the Privacy Act and Freedom of Information Act Programs. The EAS security planning and support activities are fully compliant with applicable laws and regulations.

High Availability Solution. The EAS system is supported via a mission-critical data center using high-end UNIX servers with Oracle database software. This combination assures the ability to massively scale data and application services while maintaining high levels of availability. Extensive processing power, bandwidth, and over 2.5 TB of data storage are available for use by EAS, along with other FAA systems.

EAS is hosted on a robust environment with initial support for 3,500 users and scalable for additional users, accomplished by

- The installation of Superdome computers
- MS Internet Explorer or Netscape Navigator access to hosted EAS applications
- A single data repository to support executive reporting and decision-making
- A flexible solution to accommodate access from regional and headquarter locations
- An easily and quickly deployable solution allowing for expansion to other FAA organizations
- A web-architected platform to minimize end-user training
- An enterprise-wide solution accessible to all FAA users
- Web-based tools enabling all users to access the application via a familiar common interface
- An open architecture for the solution using common technologies to enable easy integration with other FAA systems; and
- Multi-layered security for both internal and external users.

At the completion of the successful rollout of the solution, the FAA recognized the contribution of Mr. Lulushi and three other Belacorp employees with a special achievement award.

| Contract Value: $20,775,337 | Performance Period: April 2001 - present |

Information on legal claims is presented in section 2.10.2.

2.2.4   Safety Performance

Describe the past safety performance record and current safety capabilities of the firm or Alliance of firms.

The Alliance members are committed to providing a safe workplace for their employees. Because of the type of services that the Alliance members provide, work-related injuries are uncommon; consequently, work safety programs are not typically established. However, each organization operates under OSHA regulations as appropriate. Additionally, Workplace Ergonomics program information is provided to employees so that they have the tools and information on how to cultivate good ergonomic behavior to reduce job-related injury or repetitive disorders.

Each member of the Alliance tracks occupational injuries and illnesses as required by OSHA. The following exhibit provides the Alliance's Occupational Safety and Health Act (OSHA) 2002 and 2003 statistics for the Commonwealth of Virginia.

Exhibit 2-7   OSHA Statistics

	AMS	Unisys	SiloSmashers	MCI	GovConnect	Belacorp
2002						
Number of Occupational Injuries/Illnesses	3	10	1	*	1	0
Number of Cases with Work Days Lost	2	1	0	*	1	0
Number of Other Recordable Cases	1	9	0	*	1	0
Number of Missed Work Days	3	3	0		7	0
2003						
Number of Occupational Injuries/Illnesses	3	14	0	*	0	0
Number of Cases with Work Days Lost	3	1	0	*	0	0
Number of Other Recordable Cases	0	13	0	*	0	0
Number of Missed Work Days	9	3	0	*	0	0

* MCI as a corporation has jobs that are hazardous by nature; therefore, OSHA data for the entire company is not appropriate in this context. OSHA data is not collected in a manner that would accurately represent the Government Markets division (the group responsible for proposed BMI activities). However, MCI's safety record is not inconsistent with those of its partners.

2.2.5   Warranty Information

Include the identity of any firms that will provide design, construction and completion guarantees and warranties and a description of such guarantees and warranties.

Warranties for hardware and software installed for the Virginia BMI program will be as provided by the applicable the third party vendor. Additionally, the Alliance will provide a warranty regarding performance of services as well as a warranty for items developed by the Alliance. All warranties will be for an appropriate period of time to be determined by the parties during negotiations.

2.3   References and Past Performance

The Alliance members understand that client satisfaction is a critical measure of performance. Two methods to validate this satisfaction are through reference verification and performance evaluations completed by our clients. The following two sections address both forms of measurement.

2.3.1 References

Each proposal should provide reference information for three to five successful relevant projects completed by the proposer.

References should include the following information:

- *Project owner/sponsor (business name and address).*
- *Owner's Project Manager (name, telephone and fax numbers).*
- *Project summary, budget and final cost.*
- *Project schedule (proposed and actual)*

The Alliance members have worked on numerous engagements over the last three years. Of these, three to five references per Alliance member are included in Appendix A, per the VITA PPEA Guidelines. Each reference selected is similar in size and scope to a significant aspect of the BMI effort.

2.3.2 Performance Evaluations

Each firm or major subcontractor shall be required to submit all performance evaluation reports or other documents which are in its possession evaluating the firm's performance during the preceding three years in terms of cost, quality, schedule maintenance, safety and other matters relevant to the successful project development, operation, and completion.

AMS's Customer Loyalty Index is nearly 30 percentage points above the industry norm.
Hay Group, 2003

All members of the Alliance conduct regular performance evaluations and feedback sessions with their customers through formal or informal means. Because of the nature of IT systems work and the size of our companies, the number of projects that Alliance members have worked on in the past three years is very large and would produce an enormous number of performance reports. To meet the information request and convey the performance quality of this team, we provide here the prime contractor's approach to performance evaluation and understanding customer satisfaction.

AMS regularly surveys its customers with detailed questions about project performance on current and past engagements—providing a cumulative performance evaluation across all customers. On our 2002 AMS customer performance survey, over 350 respondents, representing more than 170 customer engagements across AMS, completed the survey between September and December 2002.

The survey, conducted by the Hay Group—one of the largest surveyors of employee and customer opinions—revealed that AMS's Customer Loyalty Index is nearly 30 percentage points above the industry norm. Our customers view us as a trusted partner with know-how, integrity, and commitment to engagement success.

95% of public sector respondents agreed that AMS team members have the "know how" necessary to achieve results

- **AMS "Know-How"**—One of the Public Sector Group's greatest strengths is the skills, expertise, and talent of its people. Nearly all Public Sector Group respondents (95%) agreed that AMS team members have the "know how" (i.e., skills and expertise) to help them achieve results for their organization. Further more, the vast majority of respondents (85%) felt that AMS brings the right mix of skills and experience to their engagements. Respondents also believe that Accountable Managers thoroughly understand the trends within their industry or government sector (82%).

- **Honesty and Integrity**—Respondents overwhelmingly agreed (95%) that AMS team members act with honesty and integrity. Additionally, the vast

majority of respondents (84%) indicated that AMS team members openly confront and solve problems rather than "sweeping them under the rug."

- **Collaboration with and Commitment to the Customer**—Respondents identified commitment to achieving success for customers and building strong customer relationships as one of the Public Sector Group's key strengths. The vast majority of respondents (89%) agreed that AMS team members invest in the success of their engagement and respond to their needs and requests quickly and thoroughly. Over 80% of respondents indicated that AMS delivers on its commitments and demonstrates that it has a shared stake in their success.

- **Strong Management Team**—Respondents overwhelmingly agreed that Accountable Managers clearly understand their expectations for the engagement (90%) and have a good understanding of their business and organization (89%). Respondents also agreed that Accountable Managers effectively manage the scope of the engagement (87%), alert them about major issues and risks (86%), and recommend effective solutions to resolve issues (87%).

AMS is in the process of completing and compiling results from the 2003 Customers First Survey. Our partners have methods for assessing their performance quality; we would be pleased to discuss the approaches of all Alliance members upon request.

2.4   Team Contacts

Provide the names, addresses, and telephone numbers of persons within the firm or Alliance of firms who may be contacted for further information.

The Alliance's primary contact for the Virginia BMI proposal is Caroline Rapking. David Cavan is the alternate contact. Contact information for each has been provided in Exhibit 2-8.

Exhibit 2-8   Alliance Contact Information

Name	Type	Address	Telephone Number
Caroline Rapking Vice President	Primary	4050 Legato Road Fairfax, VA 22033	(703) 267-8217
David Cavan Senior Principal	Alternate	4050 Legato Road Fairfax, VA 22033	(703) 267-8904

2.5   Financial Statements

Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.

For Alliance firms with a potential equity interest of 20% or greater, financial statements or annual reports (which include financial statements) are included in Appendix A.

2.6 Conflict of Interest

Each of the members of the Alliance state that no persons requiring disqualification are known at the present time.

2.7 Staffing Plan

The staffing model will change as BMI progresses and efficiencies are realized, but both the Alliance and the Commonwealth bring essential skilled resources throughout the Initiative.

Identify proposed plan for obtaining sufficient numbers of qualified workers in all trades or crafts required for the project.

The Alliance proposes to staff the project with a mix of Alliance and Commonwealth employees to create an effective and mutually beneficial partnership.

The Alliance brings together a supremely qualified group of organizations that will provide specialized expertise to the Commonwealth. The Alliance organizations are prepared to staff the BMI with the required resources. Each organization has qualified staff on board and a well-defined recruiting process, should additional resources become necessary.

The Commonwealth enhances the BMI team by providing employees with the institutional knowledge and leadership to garner support across the organization. The Commonwealth employees will supplement the expertise provided by the Alliance to assist with the development and implementation of new initiatives, as well as the ongoing support functions.

The staffing model will change as the project progresses. The BMI will provide increased operational efficiency within the Commonwealth, providing the opportunity to assess whether impacted employees should continue in their existing roles or should be redeployed to meet a need in another part of the organization. These two concepts provide a mutual benefit: as one job becomes easier to do, employees are available to refocus on new efforts. This is the focal point of the Alliance's approach to staffing the BMI: retraining and redeploying Commonwealth employees as needed to meet evolving organization needs. We believe that the impact on present Commonwealth employees must first be considered when staffing any effort under the BMI. Our objective, one we are sure that the Commonwealth shares, is the fair treatment of incumbent employees as we develop a staffing structure to support the BMI.

Because we consider our ideas on managing staffing and workforce transition to be proprietary, further discussion of our approach is provided in Chapter 4.

2.8 Training Plan

Training in the BMI must be broadly considered to encompass technology applications and business changes. This list is not inclusive, but here are some areas in which training efforts will be needed:

- **Assimilation into New Organization—**Employees assigned to the BMI will essentially be starting a job with a new organization—and this could occur multiple times, over the life of the program. Basic overview training will be needed for these employees so at the minimum they understand the vision, mission, policies and procedures of BMI.

- **Assignment to Project Activities**—As Commonwealth employees are assigned to participate in project-specific work (for example, participating in system design or system testing efforts) they will need training to master these activities.

- **Optimized Business Processes—**As the BMI achieves its goal of modernizing business in the Commonwealth, there will be modified business processes that employees must be trained to execute.

- **Job Reassignment**—Operational efficiency will necessitate reassignment of some portion of jobs. As these employees are transitioned to new roles, they will need training to perform effectively.

- **Upgraded Technology**—New technology platforms will need to be supported by Commonwealth employees. As these platforms are introduced, training will need to be provided.

In our experience, the quality of training materially contributes to overall project success by fostering a user community that accepts the new process or system. BMI is no exception; effective training across each of the dimensions noted above will be fundamental to the success of this initiative.

The Alliance's approach to developing and delivering training programs will be modeled on programs of the Alliance members. For example, AMS's corporate university—AMSU—offers technical skills training, leadership development, project training, and the like. AMSU works to maintain the skills and competencies of geographically dispersed workforces by using a "blended learning" approach to training and development:

- eLearning via the Web: synchronous and asynchronous
- Instructor-led classroom training
- Computer-based training
- On-the-job training with subject matter experts
- Informal coaching and mentoring
- Special interest groups with a common expertise

Using a blend of these techniques, AMSU has the capability to address the critical issues impacting training management: skills imbalances, training cost

containment, reusable learning content, on-the-job application, and virtual delivery methods. Blended learning leverages learning resources to deliver information to a wider audience with less cost and less disruption in the workplace.

The Alliance will leverage all its partners' capabilities to design and implement a training program that addresses the critical learning needs that BMI will confronted, and do it in the most efficient and effective approach possible.

We are not presently aware of apprenticeship programs with federal or state agencies that would be applicable to the BMI.

2.9 Minority Business Inclusion

Provide information on the level of commitment by the firm or Alliance of firms to use Department of Minority Business Enterprise firms in developing and implementing the project.

Aligning with the Commonwealth's goals of wishing to invite, promote, and sustain partnerships with small, women-owned, and minority- (SWAM) businesses[5], Alliance members include Virginia-based SWAM firms—Belacorp[6] and SiloSmashers. These SWAM Alliance members will fulfill a portion of the work throughout the proposed initiative, while other partners will be subcontracted as the need to fill delivery roles arises.

Through the VITA Advanced IT Resource Services Contracts, Alliance team members AMS and Unisys have separately established teaming agreements with Virginia SWAMs. The Alliance also plans to utilize these business partners for additional program services. Finally, where the need arises for program services that existing SWAM partners cannot fulfill, the Alliance will solicit additional SWAM businesses in Virginia to meet those needs, consulting the list of certified vendors maintained by the Department of Minority Business Enterprise. If desired, the Alliance will work with the Commonwealth to set SWAM participation standards to meet in subcontracting efforts.

---

[5] Secretary's Initiative 4 from *The Global Digital Economy and the Bold Dominion Commonwealth of Virginia: Strategic Plan for Technology, 2002-2006*.

[6] Belacorp qualifies as a Woman-Owned Business Enterprise in the Commonwealth of Virginia meeting all requirements as set forth by the Virginia Small Business Development Center (Certification numer 21695, valid through 08/01/2004).

2.10 Certifications

2.10.1 Debarment and Suspension

For each firm or major subcontractor that will perform construction and/or design activities, provide the following information:

(1) A sworn certification by an authorized representative of the firm attesting to the fact that the firm is not currently debarred or suspended by any federal, state or local government entity.

By submission of this proposal and signed cover letter, AMS certifies that we and four of our major subcontractors are not currently debarred or suspended by any federal, state or local entity.

On July 31, 2003, the U.S. General Services Administration issued a Notice of Proposed Debarment to MCI. MCI has cooperated fully with the GSA in addressing GSA's concerns regarding MCI's business operations. MCI is able to do business with the Commonwealth of Virginia, as is evidenced by the recent award of COVANET following a competitive bidding process.

2.10.2 Technical Qualifications and Integrity

For each firm or major subcontractor that will perform construction and/or design activities, provide the following information:

(2) A completed qualification statement that reviews all relevant information regarding technical qualifications and capabilities, firm resources and business integrity of the firm, including but not limited to, bonding capacities, insurance coverage and firm equipment. This statement shall also include a mandatory disclosure by the firm for the past three years any of the following conduct:

(A)   bankruptcy filings
(B)   liquidated damages
(C)   fines, assessments or penalties
(D)   judgments or awards in contract disputes
(E)   contract defaults, contract terminations
(F)   license revocations, suspensions, other disciplinary actions
(G)   prior debarments or suspensions by a governmental entity
(H)   denials of prequalification, findings of non-responsibility
(I)   safety past performance data, including fatality incidents, "Experience Modification Rating," "Total Recordable Injury Rate" and "Total Lost Workday Incidence Rate"
(J)   violations of any federal, state or local criminal or civil law
(K)   criminal indictments or investigations
(L)   legal claims filed by or against the firm
(M)   Lawsuits or Arbitration Proceedings: include a list and explanation of all lawsuits and arbitration proceedings during the past three years involving any of the proposing firms or any of its principles.

The Annual Reports for AMS and the Alliance's major subcontractors, included in Appendix A, provide relevant information regarding our technical capabilities, firm resources, and business integrity. The information requested on bonding, insurance, and equipment appears to pertain more to construction companies proposing under the PPEA guidelines. However, AMS does carry the insurance that is customary in our industry, and we would be happy to discuss performance bonding should the Commonwealth wish. If information on these topics is required from our subcontractors, AMS will facilitate its provision.

In a very small number of instances, customers have decided to terminate a contract before all work could be completed. This has occurred for various

reasons, including, among other things, unexpected fiscal constraints, changes or reorganizations in a customer's management or business objectives, customer decisions to complete projects with internal resources, and termination of prime contracts for which AMS was performing as a subcontractor.

As a global provider of telecommunications services, MCI is involved in litigation and arbitration on an ongoing basis due to its number of customers, suppliers, and competitors. Because MCI has been in the past, and continues to be, a party to thousands of contracts and service agreements with customers, to compile and provide the information requested here with absolute certainty would be extremely arduous, burdensome and time-consuming, if not impossible as a practical matter. MCI is not aware of any outstanding action relating to (A) through (M) above that would have a material adverse impact on MCI's ability to perform under the terms of this RFP. In addition, MCI makes the affirmative declaration and commitment that MCI shall provide notice of any action against MCI which action could have a material adverse impact on the telecommunications services being proposed hereunder to AMS under any resulting Contract. Notwithstanding the foregoing, MCI offers information in the exhibit following.

We certify that since November 2000, Virginia Government Transformation Alliance members have experienced the following legal events.

Exhibit 2-9   Legal Events

Firm	Opposing Party	Event	Disposition
AMS	Thrift	Contract termination	On July 17, 2001, the Federal Retirement Thrift Investment Board terminated for default AMS's contract with the Board for development and implementation of an automated record-keeping system for the federal employee Thrift Savings Plan. Litigation ensued. The Board and the United States subsequently settled this contract dispute with AMS. As part of the settlement reached on June 20, 2003, the termination for default was converted to a no-fault termination for convenience.
AMS	National Football League	Contract termination	In June 2002, the National Football League (the "NFL") filed a demand for arbitration with respect to a system development and services contract between AMS and the NFL. AMS was a counterclaimant in the arbitration. In October 2002 the parties reached a confidential settlement under which both parties expressly deny any liability or fault.
AMS	Private relators	Qui Tam Litigation	On September 22, 2003, AMS was served with a federal whistleblower lawsuit that was filed by private relators. The lawsuit is pending in the United States District Court for the Southern District of Ohio (Western Division). The suit, which was originally filed on May 9, 2002, was recently unsealed following mandatory U.S. Department of Justice review. The

Firm	Opposing Party	Event	Disposition
			suit alleges that AMS invoiced the Ohio Department of Job and Family Services ("ODJFS") for work performed on tasks unrelated to a ODJFS project that was the subject of a federal block grant and, as a result, received as payment from the State of Ohio federal monies for work that was not eligible for federal reimbursement. The U.S. Department of Justice, which has an obligation to investigate all whistleblower actions of this nature, has declined to intervene in the suit. On November 26, 2003, AMS filed a Motion to Dismiss the lawsuit in the Federal District Court.
AMS	Windsor Tech-nologies	Lawsuit	In December 2002 AMS filed suit against Windsor Technologies, Inc. in the US District Court for the Central District of Illinois alleging infringement of two US Patents owned by AMS. The parties have since reached a confidential settlement of this dispute.
AMS	Hughlet, et al.	Lawsuit	Hughlett, et al. v. Romer-Sensky, et al., Case No C201476,(S.D.Ohio): On May 23, 2001, citizens of the State of Ohio who receive child support payments filed suit, seeking class action status, against, among others, employees of the State of Ohio, AMS, Bank One, and various technology vendors for the State. In the suit, the plaintiffs asserted that the defendants' work in the development and implementation of a statewide computer support enforcement tracking system contributed to the violation of plaintiffs' federal rights. The case against AMS was dismissed on the merits in June 2002 and final judgment was entered in favor of AMS on July 1, 2002. On or about August 1, 2002, Plaintiff-Appellants filed a notice of appeal of all final orders and judgments to the U.S. Court of Appeals for the Sixth Circuit. On October 18, 2002, Appellants requested that the Court voluntarily dismiss the appeal with respect to AMS and one other Appellee.
GovConnect	Broward County, Florida	Contract termination	By mutual agreement of parties to eliminate the final deliverable. Agreement to terminate was signed in June 2002.
GovConnect	Texas Workforce Commis-sion	Contract termination	For convenience. Agreement to terminate was signed in June 2003.
GovConnect	MTMNet, Inc	Lawsuit	A lawsuit was filed in March 2002 in the State of California against GovConnect by MTMNet, Inc. The suit, which alleged fraud and requested approximately $16,000 in damages, was voluntarily

Firm	Opposing Party	Event	Disposition
			dropped by the plaintiff when it was determined that the party against whom the suit should have been filed was Govconnection, Inc., a company having no affiliation or any other relationship whatsoever to GovConnect.
MCI		Reorganization under Chapter 11 of the Bankruptcy Code	On 21 July 2002, MCI filed a for reorganization under Chapter 11 of the Bankruptcy Code in the U.S. Bankruptcy Court for the Southern District of New York. MCI had earlier announced its intention to restate its financial statements for 2001 and the first quarter of 2002.
			Since the filing, the company has taken significant steps to reorganize its management and internal controls in order to emerge as a stronger, more efficient company, committed to integrity, innovation, simplicity and value. On 31 October 2003 Judge Arthur Gonzalez of the U.S. District Court for the Southern District of New York approved MCI's Plan of Reorganization, clearing the way for the company to emerge from bankruptcy in the near future. MCI expects to emerge during the first quarter of 2004.
			In addition, MCI has not within the preceding three years been convicted of or had a civil judgment rendered against it for the commission of any offenses in connection with a government contract. On November 26, 2002, MCI entered a Consent Agreement with the Securities and Exchange Commission resolving charges brought by the SEC that MCI had violated the Securities Act of 1933 and the Exchange Act of 1934. The charges included allegations that MCI made false statements in its SEC filings. Under the terms of the Consent Agreement, MCI neither admitted nor denied the allegations against it. On August 7, 2003, the Bankruptcy Court approved MCI's settlement with the SEC. The settlement calls for a civil penalty to the company of $2.25 billion to be satisfied by a $500 million cash payment and $250 million in common stock to shareholders and bondholders upon emergence from Chapter 11 protection. Coupled with the July 7, 2003 approval of the settlement by the U.S. District Court, the Bankruptcy Court ruling resolves all claims by the SEC against the Company.
MCI	State of Oklahoma		On August 27, 2003 the State of Oklahoma filed charges against MCI and six of its former executives. The criminal complaint included charges of violating

Firm	Opposing Party	Event	Disposition
			state securities laws. MCI pleaded not guilty to the charges.

Notes:

SiloSmashers and Belacorp have experienced no legal actions in the time period named. Unisys discloses only litigation that might have a material impact on financial statements, and such information is available in its annual SEC filings, such as quarterly reports.

AMS has also infrequently received notifications and been involved in proceedings from time to time concerning employment disputes and other related issues. Some of these have been related to reductions in force that have occurred in the past thirty-six months (36). None of these has had or is likely to have a material adverse impact on AMS, or AMS' ability to perform the services outlined in the proposal, or any other proposal or contract.

2.11 Worker Safety Programs

Describe worker safety training programs, jobsite safety programs, accident prevention programs, written safety and health plans, including incident investigation and reporting procedures.

The Alliance members are committed to providing a safe workplace for their employees. Because of the type of services that the Alliance members provide, work-related injuries are uncommon; consequently, work safety programs are not typically established. However, each organization operates under OSHA regulations as appropriate. Additionally, workplace ergonomics programs, which include training components, are provided to employees so that they have the tools and information on how to cultivate good ergonomic behavior to reduce job-related injury or repetitive disorders.